

The Effect of TQM and Innovation on Organizational Performance of Dubai Police: The Mediating Role of Organizational Culture

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Abstract

Quality of life is an analytic element with having lots of significance in employee's life. A high quality of life is essential for an organization to continue to attract and keep employee. This study aimed to find out the factors that have an impact and impact of quality of work life and work health life balance of pharmaceutical employees. This study also will identify the relationships between the factors of quality of life with Work-Life balance. The data were obtained from 135 pharmaceutical employees by using Krejcie and Morgan Sampling Method. According to Krejcie and Morgan sampling method, for 200 people, 135 sample sizes are enough. For the data analysis, explanatory factor analysis and Pearson Correlation were conducted by using the SAS software. The results of this study conclude that the aspects of quality of life are cooperation and facilities, training and development, Facilities and Work Environment.

Keywords: Organizational culture; TQM; Organizational performance; Dubai police

1. Introduction

The basic idea of organizational performance is based on the perception that the firm is the basic unit of productive assets. Moreover, these firms provide the assets as they expect to receive some value in return. In the studies of management, organizational performance is one of the basic concepts as well as criteria. One can assess the performance of the organization based on a comparison among the results achieved in different periods. The person who is in the leading role in any organization must assess the position of the competitor as well. Organizational performance is the outcome variable of the management field (Ezenyilimba et al., 2019).

In the context of the organization, the organization must have effective management of the performance. Through the processes including the informal and formal, management of the performance help the systems, resources and employees to meet their goals as well as strategic objectives. The commitment of the employees will be enhanced if the performance of the organization is improving. Whereas the objectives, values and norms play a very important role to improve the organizational culture. The mastery of the leader also plays a very important role to affect the performance of the organization. Organizations can measure their performance through their market position, human resource, financials, and information (Hooi, 2019).

Total quality management is also known as TQM is an integrated policy of the organization. It has the aim to bring continuous improvement to exceed or at least meet the expectations of the customers. TQM is considered as the mechanism having multi-

dimensions having a target to produce goods that are of high quality and preserve these products so they can be used for organizational benefits. All sectors of the economy and industry imbued this concept of TQM. Keeping in view the familiarity of the researchers with the concept of TQM, it is argued regarding the role of TQM towards the change in organization to improve the performance. The person who is empowered within the organization can be the recipient of TQM (Al-Maamari et al., 2017).

One of the new challenges in the service sector is to deal with the changes in technology. Because of these industrial changes organizations need responsive, adaptive, agile and qualified human resources as a response to these rapid changes. The service sector around the globe is facing rapid technological, political, social and economic changes. Thus, the service sector firms must be innovative and flexible to adapt to these changes. One can view innovation everywhere today. The service sector firms are using the term of innovation in their objective statements, mission and vision. For the economic prosperity of the organization, innovation is the key.

For the productivity of the organization, innovation is one of the important drivers. It is key to generating competitive advantage through improvement in the processes for the organizations dealing in the service sector. It also deals with entering new markets and enhancing the market share. This is the era when technology is changing at a rapid pace. Moreover, the market is highly unpredictable. Therefore, the organizations must increase their capabilities to bring innovation so they can sustain their position in the market and develop a competitive advantage. Innovation also consists of new processes that are added to the organization. They also include new projects, policies, processes, products and equipment. Technical innovations are limited to production, service and products related technologies (Arfi et al., 2018).

In the last few decades, organizational culture is getting a lot of attention from policymakers and academicians because of its potential role to improve the future of the organization. The base of culture is in the metaphor of the organization in the form of something cultivated. Whereas, researchers mostly view culture as a group of behaviours, attitudes, and values that are shared by the groups (Fisher and Wilmoth, 2018). The focus of the organizational culture in the recent past is intangible qualities like attitudes, behaviours and values that help in the process of decision making. There can be two variations of the culture within the organization. The first option is to have a culture that is single and uniform throughout the organization. The second option is to have multiple cultures in the big organizations. Therefore, these variations take place at different levels of the organization in the organization (Bendak et al., 2020).

The objective of the current study is to explore TQM practices and innovation as independent variables impacting organizational performance. In the context of Dubai Police. Also, organizational culture is studied as the mediator between TQM-performance and Innovation-Performance relationship.

2. Literature Review

2.1 Organizational performance

One of the most important issues for the organization is performing. It is important for both non-profit and profit organizations. The managers must understand the factors that are important to affect the performance of the organization. Once these managers can understand these factors, it may become easy for them to take initiative regarding these factors. The concept of performance is very broader including consistency, quality, productivity including many others. On the other hand, the measures of performance include attitude regarding the management of performance, training of leadership, training, education, relative measures and behaviours. There is a direct link of performance with the culture and quality output of the organization (George et al., 2019).

Scholars also argue that several factors can be included in the performance measures including leadership training, instruments, education and relative measures. Thus, it is evident from the above literature that performance is the broader term that can be used in any type of organization (Anwar and Abdullah, 2021).

2.2 Organizational culture

Scholars consider culture as one of the important factors of the organization including the activities of the organization. In past studies, many different definitions are presented regarding the concept of culture. Overall, the culture of the organization shows the routine and other activities that are taking place within the firm. According to Elsbach and Stigliani (2018), the organizational culture is the combination of shared norms, beliefs and values which can influence the way employees behave, feel and think within the organization.

Several past studies have shown interest in the concept of organizational culture because it is the key factor that affects the performance and productivity of the organization. The basic purpose of many past studies was to assess the cultural categories of the organization. Some of these studies have mentioned that there can be at least four categories of organizational culture including market, adhocracy, hierarchy and clan. On the other hand, researchers have also mentioned that there are four different kinds of organizational cultures namely hierarchal culture, rational culture, group culture and development culture. The culture of the organization helps the organization to find and implement any acceptable solution to the organizational problems.

2.3 Total quality management (TQM)

Past studies have reported several different definitions of the term total quality because of its continuous application and use. Still, there exists a common driver which links all of these definitions. This common driver is the detection of the common expectations, desires and needs of the customers and performs it consistently. In this context, scholars have defined TQM as the formation of culture to create the best performance and quality products on the regular basis (Shafiq et al., 2019).

For the total quality management of the organization, there is a need for improvement of quality on a systematic basis to improve the organizational performance in terms of

profitability, the satisfaction of customers, productivity and quality. TQM is the philosophy of the management that has the intention to empower the employees working in the organization. It also has the intention to promote long-term, sustained and continuous improvement in productivity and quality to minimize the fear of change among the employees. Researchers also suggest that TQM is not just a phase of management it can deliver and create a competitive advantage for the organization.

2.4 Innovation

To refer to the new technologies, processes, services and products one of the most common terms used in literature is innovation. Innovation requires implementation, adoption and acceptance of the innovation as well. Researchers have mentioned that innovation is the factor that encourages the new process so the new concepts, new technologies, new services and new products can be produced. Scholars have also pointed that more interaction and communication is needed among all of the stakeholders for the effective implementation of knowledge. This interaction is also important among the leaders of the organization. In this way new interactions, processes and ideas can have a commercial and economic benefit. Therefore, the researchers, managers and leaders of the organizations must understand the concept of innovation in various ways.

There can be three possible groups of innovation namely behaviour related perspective, technology-related perspective and product-related perspective. Technology related innovation deals with the fact that an organization is ready to adopt the technology. Behaviour related innovation is related to the speed at which an organizational system can adopt new ideas that are linked to the competitors. In the end, product-related innovation is regarding the organizational ability to generate new processes, services, products and ideas (Donbesuur et al., 2020).

2.5 Relationship building

2.5.1 TQM and organizational performance

Several past studies have reported positive links between organizational performance and quality implementation of the organization. These studies mentioned that improvement of quality plays an important role to increase the performance of the organization. If the quality of the organization is low, its cost of production will be high and its competitive position will be sacrificed. Researchers have pointed that around 10% of the organizational sales are enhanced because of the quality of the products. Several success stories are reported in past literature in which quality plays a very important role. Different organizational stories report that quality can play a vital role to save large organizational costs within the organization (Shafiq et al., 2019).

To deliver high quality, several organizations have implemented the program of TQM. The practices of TQM play a very important role to clarify and improve the performance of the organization. Several different organizations implement TQM by focusing on providing high-quality products on the regular basis to the customers. As a result, their performance is enhanced, to enhance the performance of the organization, TQM practices plays a very important role by providing several competitive advantages like time to market, delivery, innovation, price and cost. The performance of the organization can lead to the competitive

position of the organization. Researchers also concluded that TQM needed a new working environment to be created that allows people to learn, make a contribution and share knowledge. Despite some inconsistent results regarding the effect of TQM on the success of the organization, researchers have agreed that TQM practices have a positive effect on organizational performance.

H1: Total Quality Management and Organizational Performance are significantly related to each other.

2.5.2 Innovation and organizational performance

Several past studies have examined the relationship or organizational performance and innovation. This relationship is discussed in the context of public as well as private organizations (Stek and van Geenhuizen, 2016). Past studies conducted empirically mentioned that the organizations that have focused on innovation tend to improve their financial position and increase organizational performance. Therefore, organizations must work together as a network to focus on innovation. As a result, these organizations will be able to bring innovation in services and products leading to the improvement in performance (Bach et al., 2019).

To bring change in the organizational process, the innovation process of the organization plays a very important role by increasing the effectiveness and efficiency of the internal processes and adaption of the external process. The performance of the organizations dealing in the public sector is increasing because of the adoption of innovation at the managerial level. As a result, the cost of doing operations is reduced. These administrative components tend to play important role in controlling management systems and enhancing organizational performance.

H2: Innovation and Organizational Performance are significantly related to each other.

2.5.3 TQM and organizational culture

Several studies have reported that there exist several distinctions between TQM and the culture of the organization. The TQM of the organization affects the organizational culture. The culture of the organization reflects the combination of several organizational practices and characteristics that are adopted by the organization (Maqbool and Akhtar, 2020).

To survive in the current evolving global market. It is key for organizations to understand the needs of the customers. For several organizations, organizational change is required for internal cultural change. The basic concept of TQM is to link the regular improvement through innovation that can positively affect the performance and competitiveness of the organization. The implementations of quality management programs and principles need regular reforms at the organizational level including leadership styles and culture (Lapiņa et al., 2015).

H3: Total Quality Management and Organizational Culture are significantly related to each other.

2.5.4 Innovation and organizational culture

Scholars have defined innovation of the organization in the form of departure from the principles, of management that are traditional. As a result, the performance of the organization is positively affected. Innovation is the state in which one organization produce

something different from another. Scholars also inserted that innovation is the organizational seed that is cultivated by the organization (Salman and Normalini, 2021). To attain and sustain success, the innovation of the organization plays a very important role. The organization needs to attain as well as sustain success in the current competitive environment. Organizations get a competitive advantage because of innovation (Shahzad et al., 2017).

H4: Innovation and Organizational Culture are significantly related to each other.

2.5.5 Organizational culture and organizational performance

The culture of the organization which is widely accepted by the organizational employees is considered as one of the strong cultures. There can be well-developed artefacts of the cultures like organizational stories and rituals that can be used to show different traits of the culture. The cultural values are held within the employees of the organization as it is one of the key factors of the performance of the organization (Nikpour, 2017).

One of the key determinants of the performance of any organization is its culture. If the organization can establish an effective culture, it will play a vital role to enhance organizational performance (O'Reilly III et al., 2014). Scholars also reported that the business performance and organizational culture have a strong as well as a positive relationship. Whereas, scholars argued that business performance has the tendency to be affected negatively or positively through organizational culture (Imran et al., 2021).

Scholars reported a positive relationship between the culture of the organization and the performance of the organization. On the other hand, it is also mentioned by the researchers that almost half of the organizational earnings are affected by the culture of the organization. It is also argued that the performance of the organization may also get affected by the culture of the organization. Additionally, around a quarter of the organizational performance is affected by the cultural traits of the organization.

Researchers also stated that all of the employees who are involved in the organization are also affected by the culture of the organization. The norms of the organization are almost invisible but to improve the organizational performance and profitability, the first thing to view is the organizational culture. Researchers are also of the view that the norms and attitudes of the employees build the organizational culture and have a very strong link to the performance of the organization. Though several studies have found financial profitability of the organization is affected by the organizational culture (Samuel et al., 2017).

H5: Organizational Culture and Organizational Performance are significantly related to each other.

2.5.6 Organizational culture as a mediator

The organizational culture of the organization reflects the beliefs as well as shared values. These beliefs and shared values tend to affect the expectations of the employees working in the organization including from the competitive landscape of the organization and its environment. For the organization, this organizational culture can work as a strategic asset that can affect the performance of the organization.

The overall organizational culture reflects the combination of several organizational practices and characteristics that are adopted or practised within the organization. In this context, the TQM initiative of the organization plays a very important role in affecting the organizational culture (Maqbool and Akhtar, 2020). On the other hand, Innovation also plays a very important role to shape the organizational culture as it may lead to achieving a competitive advantage in the marketplace (Shahzad et al., 2017). These cultural values that

are shaped within the organizational employees because of Innovation and TQM are important factors for organizational performance (Nikpour, 2017).

H6: Organizational Culture significantly mediates the relationship between Total Quality Management and Organizational Performance.

H7: Organizational Culture significantly mediates the relationship between Innovation and Organizational Performance.

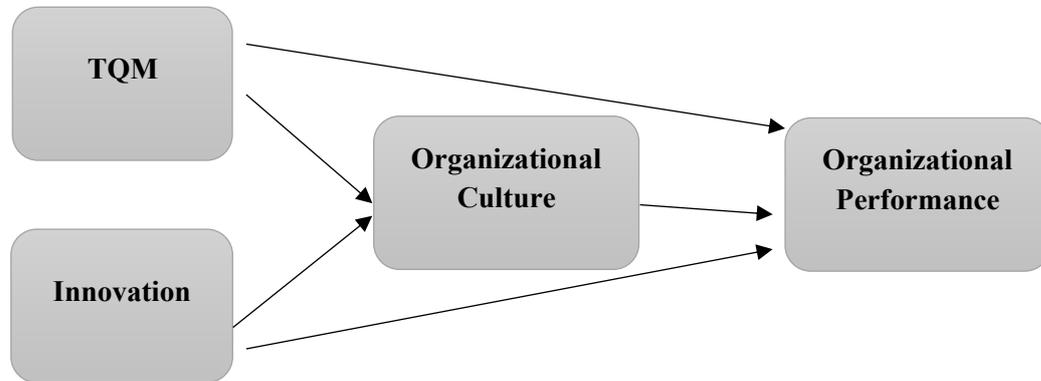


Figure 1: Framework

3. Methodology

The research design of the study shows the nature of the research which is being conducted. To test the hypothesis, quantitative research designs are preferred by past studies. Moreover, the present research is cross-sectional in nature. Therefore, this study used a quantitative research design. A self-administered survey was conducted in the present study with the purpose to explore the relationship between the independent variables and organizational performance as the outcome variable. This study focused on the employees working in the Dubai Police department. For this reason, the questionnaire was distributed among the 412 employees working in Dubai Police. The usable response rate of the questionnaire received back was 67.24%. The present study adopted a simple random sampling technique because through simple random sampling equal chances prevail for the sample selected and that is the reason simple random sampling is the best method to use.

There were two parts to this questionnaire. The first part of the questionnaire was regarding the questionnaires dealing with the demographics of the respondents. Whereas the second part of the questionnaire was regarding the variables of the study. These items of the variables were adopted from past studies. The items of the questionnaire were developed from past studies. The items of *organizational performance* were adopted from Joseph and Kibera (2019). The items of *organizational culture* were adopted from Goodman and Darr (1998), the items of *TQM* were adopted from Kostova and Roth (2002) and the items of innovation were adopted from Tarafdar et al. (2010). For the analysis of the gathered data, the present study adopted PLS.3.3.2 as the tool.

4. Results

The analysis of this study was conducted through PLS. before analysing data through PLS, data was assessed in SPSS for descriptive analysis. 36% of the respondents had the age between 18 to 30 years, 51% of the respondents were of the age between 30 to 40 years whereas the rest of the employees had the age more than 40 years. Later this data was used in PLS for further analysis. The first step of analysis through PLS is the measurement model.

The first phase of analysis through PLS is the measurement model that specifies the relationship between the observed and the latent variable (Wong, 2013). It is important to assess the measurement model before testing the hypothesis proposed in the study. Before testing the structural model of the study, it is vital to establish the validity and reliability of the variables.

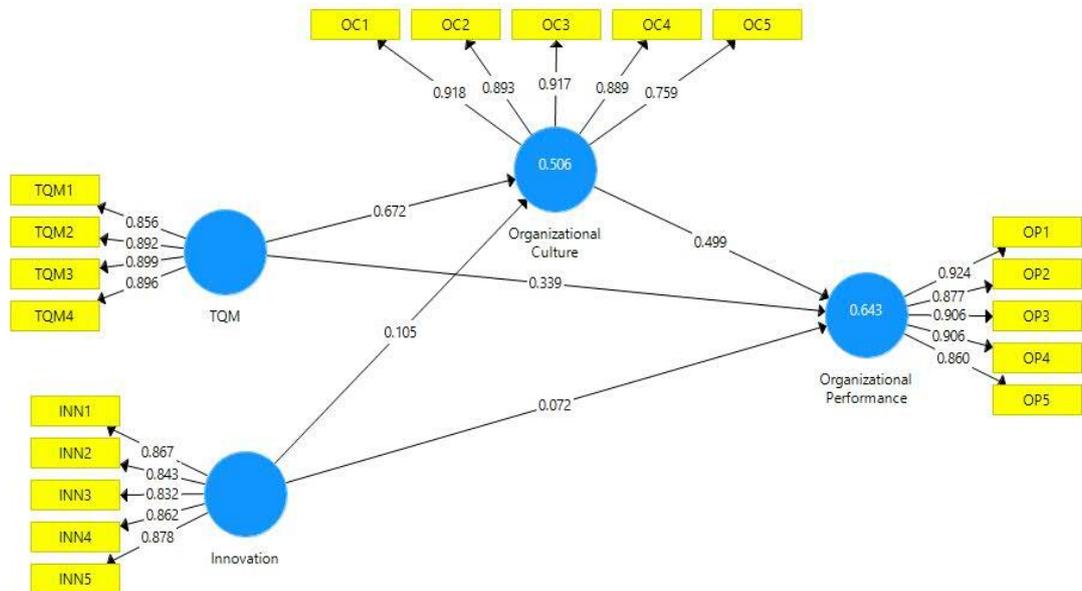


Figure 2: Measurement model

To assess the strength of the measurement model it is key to ensure the internal consistency and factor loading. Table 1 of the factor loading shows the values are above 0.70 which is the Threshold value to establish the reliability (Hair et al., 2011).

Table 1: Factor loading

	INN	OC	OP	TQM
INN1	0.867			
INN2	0.843			
INN3	0.832			
INN4	0.862			
INN5	0.878			
OC1		0.918		
OC2		0.893		
OC3		0.917		
OC4		0.889		
OC5		0.759		
OP1			0.924	
OP2			0.877	
OP3			0.906	
OP4			0.906	

OP5			0.860	
TQM1				0.856
TQM2				0.892
TQM3				0.899
TQM4				0.896

The next stage is to establish internal consistency reliability. For this purpose, composite reliability and Cronbach Alpha in the present study. The threshold value of CR and Cronbach Alpha is 0.70 as proposed by Hair et al. (2017). The values mentioned in table 2, all the values mentioned in table 2 are more than 0.70. Thus, internal consistency reliability is established. The focus of the measurement model is to establish convergent validity. For this purpose, this study examined the AVE of the data. The threshold value of AVE is 0.50 that should be achieved (Sarstedt et al., 2014). The value of AVE in table 2 shows this threshold value is achieved. Thus, convergent validity is established.

Table 2: Validity and reliability

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
INN	0.910	0.932	0.734
OC	0.924	0.943	0.770
OP	0.938	0.953	0.801
TQM	0.909	0.936	0.785

The next phase is to establish the discriminant validity the level to which variables of the study do not correlate with each other (Henseler et al., 2015). There are two ways to establish discriminant validity. One is through Fornell and Larcker (1981) approach. According to this approach, the square root of AVE placed at the diagonal of the correlation matrix should be higher than the remaining values. As evident from table 3 below, the values mentioned in the diagonal are higher than the remaining values.

Table 3: Fornell & Larcker

	INO	OC	OP	TQM
INO	0.857			
OC	0.311	0.877		
OP	0.331	0.759	0.895	
TQM	0.308	0.704	0.712	0.886

The next way to examine discriminant validity is through HTMT. According to this approach, the values mentioned in the correlation matrix must be less than 0.85 (Henseler et al., 2015). As it is evident from table 4 below that the values of discriminant validity are less than 0.85. Thus, the discriminant validity of the data is established.

Table 4: HTMT

	INN	OC	OP	TQM
INN				
OC	0.337			
OP	0.353	0.816		
TQM	0.333	0.767	0.770	

To test the hypothesis of the study, the present study assessed the established structural model of the data. For this purpose bootstrapping procedure was adopted with subsamples

of 5000 (Hair et al., 2011). The results of the direct hypothesis proposed in the study are mentioned in table 5.

Table 5: Direct results

	Beta	SD	T-statistics	P Values	Decision
INN -> OC	0.105	0.047	2.212	0.014	Supported
INN -> OP	0.072	0.053	1.345	0.090	Not Supported
OC -> OP	0.499	0.087	5.712	0.000	Supported
TQM -> OC	0.672	0.044	15.180	0.000	Supported
TQM -> OP	0.339	0.091	3.737	0.000	Supported

Later, the indirect results of the study are mentioned in table 5 below. These results show that all proposed indirect results are supported.

Table 6: Direct results

	Beta	SD	T Statistics	P Values	Decision
TQM -> OC -> OP	0.335	0.068	4.943	0.000	Supported
INO -> OC -> OP	0.052	0.026	1.993	0.023	Supported

At the end of the structural model analysis, coefficients of determination were examined. It is also known as the R square. It explains the explanatory power of the model. According to the value of R square in table 2, organizational culture is affected 50.6% by the independent variables. Whereas organizational performance is affected 64.3% by the independent variables.

Table 7: R square

	Beta
OC	0.506
OP	0.643

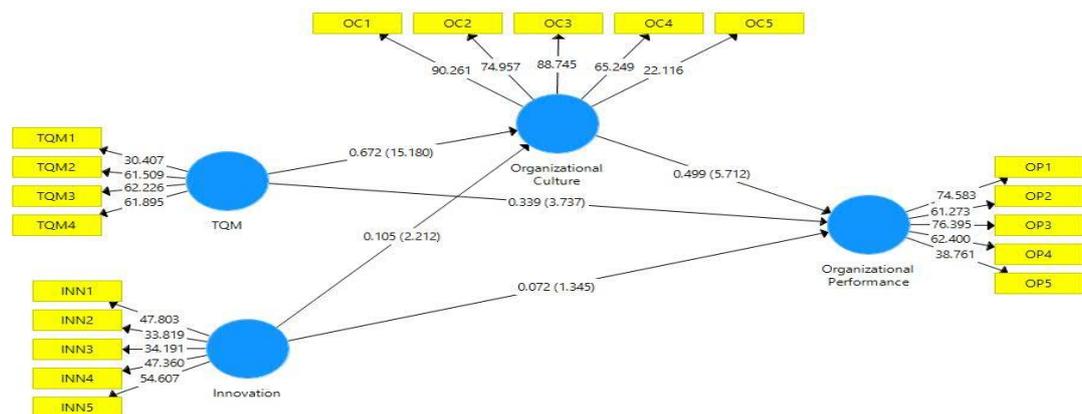


Figure 3: Structural model

5. Discussion and Conclusion

It is key for organizations to assess their organizational performance so they can improve their performance. Through regular monitoring of performance can help the organization in

identifying the factors that needed to be overcome to improve the performance. The same importance is for the police department of Dubai. Their performance is the key to keeping rest and peace in the state. Therefore, the present study examined the effect of TQM, innovation and organizational culture on organizational performance. For this purpose, the questionnaire was distributed among the employees of the Dubai police department. The findings of the study revealed that organizational culture is the important antecedent of organizational performance. It is because culture is the factor that encourages the police officers to perform their duties right away on the regular basis. As a result, the performance of the organization is affected positively. These findings are in line with the past results of (Pathiranage et al., 2020).

On the other hand, these findings also reflect that Innovation of the organization affects the organizational culture but its direct effect on the organizational performance is not significant. This result shows that the culture of the organization tends people to bring new strategies to perform tasks if they are asked to help the people through innovative ways. These findings are in line with the findings of (Shahzad et al., 2017). Additionally, this study also examined the effect of TQM on organizational performance and organizational culture. The findings support the claim that these both are positively affected if the top management focuses on providing quality service to the customers and other stakeholders on the regular basis. Additionally, the findings of the study revealed that the organizational culture mediates the relationship between TQM and organizational performance. These results are similar to the findings of Al-Ali et al. (2017) who also confirmed the mediating role of organizational culture in their proposed model. In the end, the same result is confirmed in the relationship between innovation and organizational performance. This finding is also in line with the past studies of Arif et al. (2017).

There are a few limitations in the present study as well like every other study. One of the major limitations of the present study is the very small sample size and the response rate. Though the author tried a lot to increase the response rate and minimize the chances of questionnaires that must be rejected still few questionnaires were dropped. The second limitation is that the present study is cross-sectional. At the end of limitations, the model of the study explored the mediation role of culture. The trust of the customers can be a good moderator for future studies. Moreover, this model should also be tested in other organizations of Dubai.

The present study fills the gap of limited studies conducted regarding the performance assessment of the Dubai Police. Moreover, this study also fills the gap of limited studies that explored the mediating role of organizational culture as well. Moreover, this paper highlights the practical as well as theoretical implications as well. The findings of the present study provide insights into the employees of Dubai police behaviour towards their work environment focusing on innovation, TQM and performance. In the end, the findings study is helpful for the policy makers of Dubai Police and academicians of the Management studies in their future research as well.

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